Index

Abductive process, 24
Access to knowledge, improving, 185
Agility, 24–25, 84, 95, 107, 115, 234
Amazon, 40
Analytic methods and design thinking, combining, 55–57
ARUP, 201

Barriers of innovation, 206
Big data, 10, 30, 36, 45, 110, 226
  characteristics of, 44
  finding and getting the needed data, 43–44
  search strategies, 44
  sources of, 43
Brainstorming, 58, 64, 108, 111, 119, 126, 127, 129–130, 138, 139, 140, 141, 182
  and business building blocks, 217, 223
  for conceptual solution, 194
  diagrammatic representation of, 126
  guiding and leading, 120
  to identify issues and problems, 158–163
  to identify themes, 142–144
  for joint value propositions, 186–192, 193
  objectives, setting, 119–120
  objectives, types of, 120
  organizing the canvas to record outcomes, 121
  questioning, 122
  rules of behavior, 122
  session time limits, setting, 120–121
  structured argumentation, encouraging, 121–122
  visualizations, choosing, 123
Brokering services, 204–205
Business agility, 84
Businesses, 2–3, 8, 19–20, 24, 57, 95, 123
  building and managing, to create stakeholder value, 21
  building blocks, 242

collaboration, 95–97
digitalizing of, 90–93
diversifying into new activities, 97
in the fashion industry, 11
innovations, 183
multidisciplinary task groups, creation of, 96
new organizational structures, trend to, 96–97
Business model, 5, 20, 33, 70, 209
building block, 211–212, 214–215
brainstorming with, 223
choosing, 213–214
experimentation with, 223
from conceptual models to, 216–223
conceptual solution for proposed holiday, 212–213
designers, 158
disruption, 5–6
implications, 6–7
emerging technologies, getting value from, 221–222
evaluation, 230
innovation, 210
pizza business, 225–230
for policy formation, 245
practice, 223–225
Business plan, 249
components of, 252
Business proposal, structure of, 251
Business value, 40
from social media, 41
technology contribution to, 37
from using the cloud, 38

Canvases, 64–65, 121, 122, 172
Change management, 146, 174
bottom-up example for, 149
Chief design officer, 25, 185
Chief Executive Officer (CEO), 27
Citrix, 63, 118, 247
City design, 201–204
City services, themes for, 149–151
Clothing manufacturing businesses, 11
Cloud, 36, 38–40
Collaboration, 57–58, 72, 90, 98, 108, 119, 242, 246, 247
Collaborative agencies, delivering services through, 99
disaster, recovery from, 101–102
organizational structures in agency systems, 99–101
platforms as solutions, 102
Commercial evaluation, 253–254
Community participation, 201–202

Community resilience, 174–175
Complexity, 157–158, 210
  versus complicated systems, 4
  framework, 157, 166–167
  gaps, 168
  and its implication, 4
Complicated systems, 4
Conceptual solution, 182, 212–213
  developing, 192–198
Connectivity, raising, 185
Continuous product development, 199–200
Contract development, journey map for, 82
Creative design team, 107, 111–114, 126–127, 137–138, 158, 159, 179, 186, 188, 236, 241
  brainstorming, 119
  building, 116
    teamwork, importance of, 118
  developing themes, 138
  to develop understanding and empathy, 126–127
Creativity, 25, 54, 55, 59, 64, 67, 108–111, 116–117, 182, 210, 234
  organizing for, 235–236
Customer innovation, 185

Data analytics, 10, 45
  levels of support, 45
  as a service, 45
Deductive process, 24
Design culture, 25, 29–30, 99, 237–238
Design environment, providing, 241
  business building blocks, choosing, 242–243
  creative design teams, choosing tools and building blocks for, 241–242
  developing building blocks, 243
  interdisciplinary support, building blocks for, 245–246
  policy formation, building blocks for, 244, 245
  social service delivery, building blocks for, 243
  space and team work, 241
Design process, 53, 114
  analytic methods and design thinking, combining, 55–57
  canvases to support creative and innovative practices, 64–65
  design thinking, 57–59, 61–63, 65–67
  Double Diamond method, 114–116
  enterprise and social network diagrams, 72
  freeform models, 83
    and business agility, 84–85

generic concepts, 83–84
journey maps, 77, 80
extending to in-depth interaction, 81
at initial part of contact, 80–81
for managing global teams, 82–83
maps, charts, and interface designs, 67–68
persona empathy maps, empathize with stakeholders to develop, 74–77
system diagrams, 68–72
visualizations, developing, 74
visualizations and perspectives, 59–61
Design thinking, 25, 36, 54, 57–59, 61–67, 72, 74, 77, 86, 89–90, 95, 99, 108, 113–114, 119, 121, 125, 144, 185, 200, 214, 217, 219, 225, 241, 247
Development technologies, 34–35
Digital businesses, 90
examples of, 91–92
trend to digital enterprises, 92–93
Digital creativity, 182
Digital habitat, 48–50
communicating in, 49
Digital innovation, 182–183
Digitization, 91, 92, 157, 163–165
Disaster recovery, 99, 101, 156, 163, 174, 176
Discovering the organization, 126–127
Disruptive method, 5–6
Disruptive technologies, 24, 103
Diversifying into new activities, 97
Double Diamond method, 114–116

Emergency management and recovery, 174
Energy supply, stakeholders and values in, 18
Enterprise and social network diagrams, 72
Ethnographic studies, 65, 132
Evaluation methods, 251
basic feature evaluation, 252–253
commercial evaluation, 253–254
Kano evaluation, 254
SWOT (Strengths, Weaknesses, Opportunities, and Threats), 254–256
External frameworks, 155–156
identifying problems from, 161–162

Facebook, 40
Fashion/garment industries, 11–13
disruptions in, 13

Firm, 2–3, 7, 20, 23, 63, 68, 91, 95, 97, 103
Food chain, 2–3, 20
Food industry, disruptions in, 10–11
Food production, 8–10
Framework for designing creative organizations, 235
Framing and reframing, making sense through, 22
Free car park spaces, sensing, 47
Freeform models, 83
  and business agility, 84–85
  generic concepts, 83–84

Gaps
  complexity, 168
  identifying, 156, 158
Garment/fashion industry, 11–13
  disruptions in, 13
Garment manufacturing
  rich picture of, 12
  system diagram for, 69
Global management processes, reframing, 174
Global project management, 28, 72, 135, 146–148, 192
  example, 25–27
  theme circles for, 147
  top-down and bottom-up, 147–148
Global team management, 71
  kinds of stories in, 25, 132, 133
Global world, organization in, 2–4
Google, 6, 40, 139
Government-industry collaboration, 97–99

Hackathons, 110, 150
Health care, stakeholders and values in, 18

Individual businesses, 7, 70
Industry organizations, 7
  fashion/garment industries, 11–13
    disruptions in, 13
  food industry, disruptions in, 10–11
  food production, 8–10
Information system framework, 157
  for digitization, 163–165
Information systems gaps, 165
Innovation capability levels, 247
Innovation teams, assembling, 237
Innovation value chain, 108–109, 119, 121, 125, 204, 234
  creative design teams, 111–114
  creativity, 110–111
Innovative solutions, developing, 179

barriers to innovation, 206
classifying solutions, 183–185
conceptual solution, 182
developing, 192–198
digital innovation, 182–183
drivers for design and innovation, 199–204
city design, 201–204
continuous product development, 199–200
social innovation, 200, 204
joint value propositions, 181
brainstorming for, 186–192, 193
managing ways of overcoming barriers, 206
prototyping, 198–199
strategies for innovation, 204
open innovation, 204–205
Interdisciplinary support, building blocks for, 245–246
Interdisciplinary teams, 25, 59, 62, 119, 157, 158, 247
creating, 157
Internet of things, 46–47

Joint value propositions, 113, 115, 177, 181–182, 199, 206, 207, 209, 210, 212, 217, 218, 224, 248
brainstorming for, 186–192, 193
Journey maps, 20, 67, 72, 77–78, 80, 81, 195–197
for contract development, 82
extending to in-depth interaction, 81
at initial part of contact, 80–81
for managing global teams, 82–83
with touchpoints, 78

Kano evaluation, 254, 255

Large city, living in, 14, 148–151
Learning, importance of, 167, 170
Leasing vs buying, 103
LEGO blocks, 223
Local context framework, 154, 156
Local themes, 154, 158
Long-term disruption, 5–6
Lotus Flower Brainstorming, 139–140

Management, 22–27, 53, 59, 64, 108, 116, 174, 238
strategy, 24
systematic design process, 238–240
Managing the design process, 107
brainstorming, 119
asking questions, 122
guiding and leading, 120

objectives, setting, 119–120
objectives, types of, 120
organizing the canvas to record outcomes, 121
rules of behavior, 122
session time limits, setting, 120–121
structured argumentation, encouraging, 121–122
visualizations, choosing, 123
creative design teams, building, 116
teamwork, importance of, 118
design processes, 114
Double Diamond method, 114–116
innovation value chain, 108
creative design teams, 111–114
creativity, 110–111
Maps, charts, and interface designs, 67–68
McDonalds, 56
Minimal viable product (MVP), 63, 198
Mobile technologies, 6, 34
Mobility, increased, 47–48
Multidisciplinary approach, 58
Multidisciplinary task groups, creation of, 96

New organizational structures, trend to, 96–97
New/satellite cities, developing, 14
Online user innovation communities (OUIC), 41
Open innovation, 204–205
Organizational innovation, 185
Organizational structure, 96, 99, 236
culture and structure, 236–237
Organizing for creativity, 235–236
Osterwalder business building blocks, 214–215
Outcomes, recording, 172
Over time businesses, 7

Pepsi Co., 20, 25, 247
Persona empathy maps, 74–77
Persona maps, 74, 76–77, 132, 134
Pizza business
conceptual solution for, 227
setting direction with building blocks, 225–230
Policy formation
building blocks for, 244, 245
business model for, 245
Porter's value chain, 108, 110–111
Post-it notes, 63, 67–68, 128, 134, 251
Presentations, making, 249–251
Problems in industry and society, 3
Process innovation, 185

Product development versus client development themes, 246
Product innovation, 184
Project management, global, 72, 73, 74, 135, 146, 148, 174, 239
  application to, 192
  stakeholders in, 28
  theme circles for, 147
Prototyping, 198–199, 206
"Providing Services" theme, 148

Questioning, 122

Reframing, 22, 155, 163, 174, 176, 204
Renting vs buying, 103
Resilience framework, 157, 167–172, 201
Resilient cities, creating, 201, 202
Rich pictures, 7, 10, 27, 62, 70, 123, 147–148
  of food production organization, 9
  of garment manufacturing, 12
  showing some aspects of living in a large city, 15

Search strategies, 44
Sensemaking, 156–157
Sensor devices, 47, 104
Service delivery
  building blocks for social service delivery, 243
  platforms for, 103–104
Service innovation, 185
Session time limits, setting, 120–121
Short-term disruption, 5
Smart services, 104
Social innovation, 40, 65, 77, 99, 184, 185, 200, 204, 243
  classification of, 100
Social media, 40, 92, 202
  business value from, 40, 41
  sharing knowledge, 40
  working as communities, 41–42
Social network diagrams, 72, 241, 250
Social organizations, 13
  large city, living in, 14
  new/satellite cities, developing, 14
  platforms for, 48
Social service delivery, building blocks for, 243, 244
Social services, classification of, 203
Social software, 202, 204
Socio-technical innovations, 200, 201
Stakeholders, 3, 4, 10, 14, 18, 20, 28, 61–62, 67, 74, 81, 83, 127, 129, 132, 199, 200, 213, 217

to develop persona empathy maps, 74–77
enriching stakeholder experience, 20–21
Stakeholder value, 18, 22–23, 74, 108, 122, 234
building and managing businesses to create, 21
in energy supply, 18
in health care, 18
Starbucks, 204
Stories
collection of, 128–132, 133
organizing stories into themes, 131, 144–145
recording, 129
Storyboarding, 128, 133–135
Strategic innovation, 184
Structured argumentation, encouraging, 121–122
Suncorp, 90, 110, 116, 238
SWOT (Strengths, Weaknesses, Opportunities, and Threats), 254–256
Systematic design process, 93, 238–240
moving design activities closer to customer, 93–94
systematic proactive design approach, trending, 94–95
System diagrams, 68–72
for garment manufacturing, 69
Teams, design
creating focus on, 240–241
Teamwork, 241
importance of, 118
Technical evaluation, 253
Technological innovation, 184
Technology, 6, 33
big data and data mining, 42
big data, sources of, 43
finding and getting the needed data, 43–44
search strategies, 44
cloud, 38–40
data analytics, 45
levels of support, 45
as a service, 45
emerging technologies, for business innovation, 35, 36–37
Internet of things, 46–47
mobility, increased, 47–48
social media, 40
business value from, 40, 41
sharing knowledge, 40
working as communities, 41–42
social organizations, platforms for, 48–50
types of, 34
Theme issues, identifying, 153, 162
brainstorming for, 158–163
identifying problems from external frameworks, 161–162

reframing problems, 163
complexity framework, 166–167
defining design, 154
emerging solutions, 156–158
terminology, 156
using external frameworks, 155–156
importance of learning, 167
information system framework for digitization, 163–165
reframing global management processes, 174
reframing problems, 174
resilience framework, 167–172
resilience to disruption, 174–176
Themes, identifying, 137
brainstorming to, 142–144
global project management, 146–148
importance of themes, 142–143
living in large city, 148–151
organizing stories into themes, 144–145
processes for defining themes, 145–146
visualizations for themes, 139–141
Time limits, setting, 120–121
Tools, 54, 55, 59, 65, 67, 241
Touchpoints, 78, 79, 196–199
journey map with, 78
Traffic sensor, 47

Urban environments, developing, 14
User experience, analyzing, 185

Value chains, 7, 108–111
relationships between, 239
Vasterbotten Government Private Industry collaboration project, 151
Visualizations, 7–8, 18, 34, 59, 67–68, 122, 163, 210–211, 225, 242, 247, 250
choosing, 123
developing, 74
and perspectives, 59–61
for themes, 139–141

Wicked problems, 14–18
characteristics of, 16
organizations with, 17
World Café, 132